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By authority A. C. of S., G-2

Date.....(.....)  
Initials

MEMORANDUM FOR THE ASSISTANT CHIEF OF STAFF, G-2:

SUBJECT: Review of Operating Functions of G-2, War Department.

1. In compliance with paragraph 4 of your attached memorandum dated 8 February 1945 (Tab I) the following report is submitted on the points in question:

"a. What office in MIS is charged with the duty of determining what information the War Department wants."

(1) War Department General Staff Circular No. 5-24, dated 12 March 1945, subject: "Organization, Military Intelligence Service," states in part as follows:

"RESPONSIBILITY. The Chief, Military Intelligence Service is responsible to the Assistant Chief of Staff, G-2, for appropriate operational functions on matters within the purview of the Military Intelligence Division."

Service area: 1. Determining in detail what intelligence the War Department needs.

"Organization. The subdivisions of the Military Intelligence Service and their functions are:"

2. Intelligence Group. Through a group of Specialists and a research and reporting staff, determines what intelligence the War Department needs.

"a. Specialists. ... determine the essential elements of information to direct the collection effort of the Information Group; request necessary assistance from the Supervisor of Research and establish priority of research in their respective fields."

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b. Research Unit. ... and assists the Specialists in determining the essential elements of information to govern information-collecting activities of the Information Group."

(2) The Circular quoted above clearly indicates that the responsibility for determining what intelligence the War Department needs lies with the Intelligence Group, Military Intelligence Service. "Information wanted" is directly the result of "intelligence needed" and for the purpose of directing the collection effort, the two terms are identical. Neither the reorganization charter of May 1944 nor the above quoted Circular charges any single office in the Military Intelligence Service with "the duty of determining what information the War Department wants."

(3) The responsibility for the periodic initiation of action and follow-up lies with the Specialists, in coordination with the Research and Source Control Units.

"b. Describe in detail the method by which this function is carried out."

(1) As seen above there is no single office in the Military Intelligence Service which is charged with the function of determining the War Department's intelligence needs. This function is presently accomplished as the result of a coordinated effort within the Intelligence Group, reciprocal action between the Intelligence and Information Groups, and close liaison with the other War Department agencies including the Joint Chiefs of Staff. There is attached hereto a flow chart representing the method by which this function is accomplished (Tab II).

(2) The following typify the various directives sent to collecting agencies as a result of the above activities. The action producing each listed item is described and the description is supplemented where appropriate by a flow chart attached to each tab concerned.

(a) The Basic Intelligence Directive (Tab III).

This directive, produced by a Board with membership from the Information and Intelligence Groups and from the three operating components of the Army, represents the basic detailed essential

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elements of information needed for the production of total War Department Intelligence. This directive has been furnished all MIS controlled collection facilities, the Armed Control Commissions, and certain Theater G-2s.

(b) Tentative List of Information Desired by MIS (Tab IV).

This list is divided into two parts. Part I contains an outline of information desired by the Specialists and the Research Branches of MIS, and covers in a general way the needs of the other War Department agencies. This Part is designed to indicate priorities concerning the items upon which it is desired that the collecting facilities concentrate. Part II is divided into geographic areas and contains specific questions of a continuing nature in which MIS has a current interest. This list was published by the Supervisor of Source Control from memoranda furnished by the Specialists and the Research Branches. This list was furnished to the collecting facilities indicated in paragraph (a) above.

(c) Other Circular Directives.

These directives are issued by the Supervisor of Source Control as the result of intelligence information needs as expressed by the Intelligence Group, other General Staff agencies, and the three operating components of the Army. Examples of such directives are as follows:

1. Joint Target Group (Tab V).
2. Chemical Warfare Service (Tab VI).
3. Monthly Casualty Report (Tab VII).
4. Safehaven Project (Tab VIII).
5. Ground Force Requirements (Tab IX).
6. New Developments Division, WMSB-VT Fuses (Tab X).
7. Memorandum for use of Japanese Prisoner of War Interrogators (Tab XI).

Part II of the Tentative List

(d) Periodic Questionnaire (Tab XII).

Under the direction of the Director of Intelligence, the Specialists and the Research Branches furnish the Supervisor of Source Control with questions relative to areas concerning which information is desired. These questions are sent to the source of primary interest with an indication of the priority of exploitation desired. The Intelligence Division of the ASF and AF have been requested to contribute to this questionnaire, and their needs are integrated with those of MIS. This questionnaire is issued approximately monthly and will eventually replace Part II of the Tentative List mentioned above. The first of these questionnaires was issued in February 1945.

(e) The War Department Intelligence Collection Planning Committee (WICPC) (Tab XIII).

This Committee functions under the chairmanship of the Director of Information, WIS, and includes representatives of the intelligence offices of the ASF, AF, and AGF. It was established as an expedient for the purpose of coordinating, and integrating into target dossiers for processing to the Combined Intelligence Objectives Subcommittee (CIO), the intelligence needs of the War Department as specified by the Specialists and Research Branches of MIS and by the intelligence agencies of the ASF, AF, and AGF insofar as the intelligence exploitation of Germany and German occupied areas is concerned. The Secretariat of this Committee, functioning under the Supervisor of Source Control, receives and processes the targets submitted by the above agencies. Action has already been initiated to extend this process to the intelligence exploitation of territory occupied by the Japanese.

(f) Evaluation Reports (Tab XIV).

All users, including the Specialists and Research Branches, MIS, and other War Department agencies, of intelligence information submitted by collecting facilities are required to evaluate the intelligence reports submitted. Statistics relative to these Evaluation Reports are compiled by the Analysis Branch and submitted to the Supervisor of Source Control and the field agency concerned. A study of these statistics enables the Supervisor of Source Control and the field agency concerned to eliminate information not desired, and to avoid duplication in reporting, thereby enabling the field to concentrate on information which is most needed by MIS for the War Department.

(g) Requests for Information (Tab XV).

Numerous individual requests for specific items of intelligence information are submitted to the Supervisor of Source

Control by the Specialists and Research Branches of MIS, other General Staff Divisions, and the three operating components of the Army. The bulk of these requests are received from the Research Unit, MIS, as the result of Research Projects initiated by the Specialists, MIS, with a view to satisfying the intelligence needs of MIS and other War Department agencies, including the Joint Chiefs of Staff. Requests received by the Supervisor of Source Control, from agencies outside of MIS are coordinated and integrated with the requirements of the Intelligence Group prior to processing to collection facilities.

(h) Intelligence Plan (Tab XVI).

Under preparation by the Director of Intelligence is the Intelligence Plan, which will specify the essential elements of intelligence information needed by the War Department. This Plan will be based on the mission of MIS as defined in FW 30-5 and will be coordinated with the other intelligence agencies of the War Department. This Plan will be used by the Specialists and Research Branches in connection with the initiation of Research Projects and Requests for Information, and will be also used by the Director of Information in organizing the collection facilities for the efficient exploitation of all available sources.

"c. Describe the procedure by which the specifications of desired information are furnished to the Supervisor of Source Control."

Reply to the above request is contained in the tabs outlined in b above.

"d. Furnish copies of such directives as have been prepared covering the above."

Reply to the above request is contained in the tabs covering the details in b above.

2. The above remark represents the present actual functioning of MIS in determining and satisfying the intelligence needs of the War Department insofar as MIS is informed of the War Department policies and plans. It is believed apparent that the present methods of determining, in MIS, the War Department intelligence needs are too varied, complicated, and cumbersome to produce effective results.

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3. In order to improve the situation described above, it is proposed that the following action be taken:

a. Formation of an Intelligence Planning Committee. This Committee will:

- ✓ (1) Be under the supervision of the Director of Intelligence.
- ✓ (2) Be under the chairmanship of the Coordinator of Specialists.
- (3) Be composed of:
  - ✓ (a) A nucleus of the Specialists, who will provide the impetus for the functioning of this Committee.
  - ✓ (b) Representatives from the various Research Branches.
  - (c) Working Secretariat which will perform the necessary administrative work.
- ✓ (4) Establish close liaison with the Technical Services of AF and AF and AGF.
- ✓ (5) Establish close liaison with and be entitled to receive and view the policies and plans of the other Divisions of the War Department General and Special Staffs which require War Department intelligence for their execution.
- (6) After viewing the policies and plans of the other Staff Divisions and the intelligence needs of the ASF, AF, and AGF, formulate the essential elements of information representing the War Department's intelligence needs.
- (7) By using these essential elements, direct the research and collection effort to fulfill the intelligence needs of the War Department.

4. It is recommended:

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- a. That the action proposed in paragraph 3, above, be approved in principle.
  - b. That this office be directed to implement the proposal appearing in paragraph 3, above, including preparation, for your approval, of necessary actions by the Assistant Chief of Staff, O-2, incident thereto.

P. L. PHAMONY  
Brigadier General, CSC  
Chief, Military Intelligence Service

16 Incls  
Tab I - XVI,  
inclusive.

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**ORIGINAL DOCUMENT MISSING PAGE(S):**

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